



UNITED STATES MARINE CORPS
COMMAND ELEMENT
II MARINE EXPEDITIONARY FORCE
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IN REPLY REFER TO:

5101

CG

1 Nov 04

POLICY LETTER 01-04

From: Commanding General, II Marine Expeditionary Force
To: Distribution List

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

Ref: (a) Handbook for Marines NCO, 4th Edition
(b) MCO 5100.29A
(c) Commander's Guidance of 23 Jul 04
(d) II MEFO 1050.1B
(e) JAGINST 5800.7D

Encl: (1) II MEF NCO Leadership Program Brief
(2) NCO "Reducing Mishaps" Brief
(3) Sample "Liberty/Leave Letter Home"
(4) Sample "Safety Contract to Stay Alive"

1. Situation. The Secretary of Defense has mandated that all military services reduce their total mishap level by 50% by the end of fiscal year 2005. Each of the respective services is endeavoring to implement innovative and creative means to meet this goal. Despite excellent programs currently in place, unacceptable mishap rates continue.

a. Background. This Policy Letter incorporates a series of new initiatives; some that are already producing concrete results in reducing mishap rates. The centerpiece of this campaign plan will be based on the already existing 2d Marine Air Wing Noncommissioned Officer (NCO) Leadership Program; modified, herein, as the II MEF NCO Leadership Program. Reference (a) states that our NCO's are in the 'best position to mentor Marines, and advise commanders on the most efficient way to carry out objectives, tasks and priorities.' This statement underscores the underlying theme in this campaign plan; namely, that our NCOs are the key to reducing our tragic mishap rates.

b. Philosophy. My philosophy on this subject is simple. Woven in the fabric of combat readiness (training, equipment and family) is force preservation. Force preservation means that we need 100% of our Marines and Sailors in the fight...not just some, but all! Force preservation encompasses unit and individual

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

safety, as well as, continuous risk evaluation and mitigation, through Operational Risk Management (ORM), at every level. **To do this, we need to train, equip, maintain, foster, nurture and mentor the type of Marines that are selfless and heroic in battle, yet disciplined and reasoned when not in combat.** They must always be faithful to our core values. Many times, our young Marines confuse the selfless courage and instantaneous bravado they must demonstrate on the battlefield, with senseless risk taking and daredevil activities in garrison. While preparing to conduct combat operations in garrison, the Marines and Sailors of II MEF must act within the disciplined behavior and prescribed social norms America expects of us. **It is our responsibility as leaders to teach them the difference, and ensure that they understand and can succeed in both environments.** There are experienced Marines that may claim that both demands cannot be satisfied at the same time; they are wrong. The courageous actions of Marines in combat must never be compared to reckless behavior in training, garrison duties, or while on leave and liberty. Reckless behavior is exactly that, reckless. By its' very nature it jeopardizes the health, safety and combat readiness of our Marines, and produces no useful benefit. Heroism in combat is universally held in our highest esteem. Reckless behavior must become worthy of only our greatest scorn. Our Marines must learn this difference, take it to heart, and live their lives accordingly. It is our job as leaders to make sure they do. Simply put, our Marines must not engage in non-combat reckless behavior or they may never get the chance to be combat heroes. Reckless non-combat behaviors include, but are not limited to:

- Speeding
- Aggressive driving
- Drinking and driving
- Driving while fatigued
- Riding a motorcycle without proper training and personal protective equipment
- Alcohol abuse
- Drug abuse
- Horseplay with weapons, explosives or flammables
- Swimming at night or in dangerous conditions
- False heroics such as running through traffic or hanging off heights
- Reckless operation of boats or watercraft
- Unsafe operation of bicycles, dirt bikes, or all-terrain vehicles
- Any behavior that fails the reasonability test of common sense

We, in no way want to discourage our Marines from participating in sports and activities that engender physical fitness, physical

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

courage or skill development. These include marathons, parachute jumping, mountain biking, climbing, boating, scuba diving or the like. However, all such activities must be accompanied by proper training and supervision, good equipment, and above all, good judgment and common sense.

2. Mission. This Policy letter sets forth the philosophy, policy and procedures for the conduct of the II MEF Force Preservation Campaign Plan, and further implements guidance contained in references (b) and (c), in order to dramatically reduce II MEF's on and off duty mishaps and fatalities. Commanding Generals and Commanding Officers will establish programs and implement procedures for the execution of this campaign plan no later than 10 November 2004.

3. Execution. Commanders will ensure that the following programs and procedures are implemented, and appropriately documented:

a. II MEF NCO Leadership Program. As stated above, this program is the centerpiece of this campaign plan. The basic requirements of this program are fully set forth in enclosure (1). Consider enclosure (1) as my commander's guidance concerning the development, implementation and fundamental aspects of this program. My intent is that, over time, Commanders help to more fully develop and refine this guidance (through reports on the results of the same), so that an even sharper and more effective II MEF force preservation plan can be implemented. Commanders retain the discretion to modify this program in order to best meet my intent of reducing needless damage to equipment, injuries and accidental fatalities. The following basic requirements, however, must be implemented:

(1) NCO Mentorship Program. This is an integral part of the overall II MEF NCO Leadership Program. As such, significant attention should be given to the development of procedures and tasks involved in identifying, classifying, analyzing and tracking Marines and Sailors who exhibit at-risk behavior (see enclosure (1)). Moreover, once individual Marines and Sailors have been identified and classified as low, medium or high risk individuals (hereinafter, medium and high risk individuals will be referred to as "at risk" individuals), they must be matched with, and supervised by, designated NCO/Team Leaders. The following additional matters pertain:

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

(a) Each unit/command will immediately brief all personnel on this program, utilizing enclosure (1), in order to create a broad base of awareness regarding the same.

(b) All personnel must have a clear understanding of the program ground rules to foster a sense of fair play, impartiality and ownership at every level; and to preclude program abuse.

(c) Division/section Staff Noncommissioned Officers in Charge (SNCOIC) and/or Noncommissioned Officers in charge (NCOIC) will nominate NCO/Team Leaders for their unit and eventually guide them in formulating their respective at-risk teams. Team leaders should be nominated based on their maturity, knowledge, professionalism, demonstrated good discipline and leadership skills. Nominations will be forwarded to senior unit/command Staff Noncommissioned Officers (SNCO).

(d) NCO/Team Leader nominations and proposed assignments to supervise at-risk individuals/teams will be reviewed, and revised as necessary, by senior unit/command SNCOs (i.e., Sergeants Majors, First Sergeants and/or Command Master Chiefs). Final nominations will be forwarded to the unit/command Commanding Officer, who retains final approval authority of all such assignments.

(2) Formal Documentation. Relevant documentation will be established and maintained by commands down to the battalion/squadron level concerning the implementation of this program (i.e., the II MEF NCO Leadership Program). Minimally, documentation should include the following:

(a) Commanders' guidance, policy and procedure regarding the command's NCO Leadership Program, as well as other requirements contained within this Policy Letter.

(b) Documentation concerning criterion for risk categories of high, medium and low risk Marines and Sailors (or at risk category charts) (enclosure (1) provides initial guidance concerning this subject).

(c) Individual files concerning Marines and Sailors placed into at-risk categories (files to be maintained for two years); or until an individual is permanently transferred). Files are to be maintained in accordance with the Privacy Act and will be used for official purposes only.

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

(d) Documentation concerning the above-identified NCO Mentorship Program, including the processes and procedures for: identifying, classifying, analyzing, mitigating and tracking at-risk Marines and Sailors. This documentation should also address the available NCO leadership tools, based on guidance and examples contained in enclosures (1) and (2).

(e) Documentation concerning procedures and processes for Marines and Sailors who are assigned to an at-risk category, but fail to comply with the relevant requirements (e.g., first offense, P.11 counseling, second offense NJP, etc.).

(f) Standard forms (will be developed by unit/command) such as counseling documentation forms, Standard Operating Procedures (SOP) checklists, log books, individual file folders, progress reports, etc.

b. USMC Safety Climate Surveys. Battalion/Squadron Commanders will, at appropriate periods in the training cycle (e.g., pre-deployment, deployment, post-deployment), conduct ground or air safety climate surveys; and use this information to formulate corrective action plans regarding the same. Survey results will be retained by commands for two years.

(1) Aviation commanders will continue to utilize the existing Command Safety Assessment and Maintenance Climate Assessment surveys sponsored by the School of Aviation Safety, Naval Post Graduate School, Monterey, CA. The surveys can be accessed electronically at:

<http://www.safetyclimatesurveys.org/index1.asp>

(2) Ground commanders will participate in the Command Safety Assessment for USMC Ground Forces. The Aviation Safety School also sponsors this survey. The II MEF Safety Manager will coordinate with the Major Subordinate Commands (MSC) for unit scheduling. The survey can be accessed electronically at:

<http://miras.dbidb.com/usmc/login.html>.

c. Leave and Liberty Policy. While reference (d) remains in full force and affect, commanders are reminded that all special liberty periods (e.g., 72 and 96 hour weekends) are a privilege, not a right. Therefore, designated at-risk Marines and Sailors can have their liberty periods, and distances, curtailed to

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

preclude mishap, injury or death. I see no reason why at-risk Marines and Sailors should enjoy the same extended liberty privileges that fellow low-risk Marines and Sailors are given; that includes liberty bounds and days off when units in II MEF are enjoying 72/96 hour liberty hours. Additionally, all special liberty periods must be subject to the commander's ORM analysis, with specific focus on giving individual Marines and Sailors ample time to make the trip back to their duty station/base. Moreover, all special liberty periods shall include pre-travel commander's safety and anti-terrorist/force protection (AT/FP) briefs. Finally, commanders are required to document in a satisfactory manner that:

(1) they will review their at-risk Marines and Sailors and have a specific command approved liberty plan for every single medium or high risk Marine or Sailor. I expect my commanders to take a personal interest in every single Marine and Sailor in his/her command.

(2) they have conducted a formal ORM analysis prior to each period of block leave or special liberty, and

(3) they have conducted detailed pre-travel safety and AT/FP briefs prior to the same.

d. "Letters Home" and "Safety Contracts." Documents similar to the sample documents, contained at enclosures (3) and (4), have already proven to be valuable commander's safety tools. Consider using these or similar documents and include them in the individual's at risk file (and related policy and procedure documents). In instances where such documents are not used, there shall be documented rationale for the same within the command's force preservation system of records and documentation. The II MEF Inspector and Safety Officers will review all such records during inspections.

4. Administration and Logistics

a. Line of Duty/Misconduct Investigations. Commanding Generals and Commanding Officers will rigorously apply the requirements in reference (e) in conducting line of duty/misconduct investigations into mishaps resulting in injury or death. Existing JAGMAN standards must be strictly enforced; even if it means that individuals are determined to have been injured (or caused injury to others) through their own misconduct and end up paying for their own, or third party, medical costs.

Subj: II MARINE EXPEDITIONARY FORCE (II MEF) PRESERVATION
CAMPAIGN PLAN

b. The LTGEN CHESTY PULLER AWARD for Sustained Superior Performance. In the near future, the Commanding General, II MEF, will announce, via separate correspondence, the criteria and procedure for nominations for the CHESTY PULLER AWARD for sustained superior performance. This award will recognize overall unit/command excellence and outstanding achievement. The unit/command receiving this award will hold the II MEF, Commanding General's trophy until subsequent award nominations indicate the trophy should be held by another unit/command. In conjunction with winning this award, special unit/command recognition and/or privileges will accompany (e.g., Commanding General's Certificates of Commendation, 96 hour special liberty, public recognition, and possibly meritorious promotions if specifically earned, etc.). The creation of this award recognizes that units/commands, with outstanding force preservation records, are by definition, superior units/commands and will be ready to fight when duty calls. I anticipate that the first CHESTY PULLER AWARD for sustained superior performance will be awarded to a II MEF unit o/a 31 March 2005.

c. Campaign Plan Assessment. This campaign plan will be periodically assessed and revised. Units/commands should anticipate being called upon to brief the Commanding General, on the specifics and the effectiveness of this program at the three (3), six (6) and twelve (12) month points after implementation.

5. Command and Signal.

Signal. This Policy letter will be effective the date signed.

Command. This Policy Letter is applicable to all II MEF personnel.



JAMES F. AMOS

Distribution: A